

Maximizing the Strengths of a Multi-Generational Workplace

Slide 1 - Presenters

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Statewide Workforce Planning

Slide 2 - Generations in the workplace

Traditionalists (born 1925-1945)

Baby Boomers (born 1946-1964)

Generation X (born 1965-1981)

Millennials (born 1982-2004)

Slide 3 - National Population in 2011

Traditionalist, 1925 to 1945, 9%; Baby Boomers, 1946 to 1964, 27%; Generation X, 1965 to 1981, 32%; Generation Y/Millennial, 1982 to 2004, 32%.

Source: United States Census Bureau

Slide 4- California Population in 2011

Traditionalist, 1925 to 1945, 11%; Baby Boomers, 1946 to 1964, 23%; Generation X, 1965 to 1981, 33%; Generation Y/Millennial, 1982 to 2004, 33%.

Source: California census 2011

Slide 5 - California State Workers in 2013

Traditionalist, 1925 to 1945, 3%; Baby Boomers, 1946 to 1964, 44%; Generation X, 1965 to 1981, 39%; Generation Y/Millennial, 1982 to 2004, 14%.

Source: Position Benefits Table 2013

Slide 6 - Objectives

- Know your workforce
- Bridge the generation gap
- Maximize generational strengths to accomplish your mission
- Address generational challenges to implementing an effective workforce plan
- Workforce Planning tools and resources

Slide 7 - Traditionalists: 1925 - 1945

You know you're a traditionalist when...

- Plastic bags were still good after the third wash.
- You often seem to 'recall a time when back in my day...'

Slide 8 - Seminal Events and Characteristics - Traditionalists

Seminal Events

- **1929** Stock Market Crash; Great Depression begins
- **1933** The New Deal
- **1937** Hindenburg tragedy
- **1937** Disney's first animated feature (Snow White)
- **1941** Hitler invades Russia
- **1941** Pearl Harbor; U.S. enters World War II
- **1945** World War II ends in Europe and Japan
- **1947** Jackie Robinson joins major league baseball
- **1947** HUAC investigates film industry

- **1950** Korean War begins

Characteristics

- Loyalty
- Hard work
- Conformity
- Conservative
- Traditional
- Disciplined
- Respect for authority
- Sacrifice
- Practical
- Patient

Slide 9 - Baby Boomers: 1946 - 1964

You know you're a Baby Boomer when...

- You know what "duck and cover" means and in elementary school you believed doing that would save you from a nuclear bomb.
- Growing up, your home telephone wasn't a "land line"because what else could it have been.
- You can sing all the lyrics to the Mickey Mouse Club.
- Your eighty-something year old mother thinks you're a genius about computers and wireless communication, but your twenty-something year old child thinks your technology questions merit eye rolling.

- You know where you were and who you were with when you watched Neil Armstrong's "small step for man and giant leap for mankind".

Slide 10 - Seminal Events and Characteristics – Baby Boomers

Seminal Events

- **1954** First transistor radio
- **1955** Civil Rights Movement begins
- **1960** Birth control pills introduced
- **1962** John Glenn circles the earth
- **1963** Martin Luther King, Jr. leads march on Washington
- **1963** President Kennedy assassinated
- **1965** U.S. sends troops to Vietnam
- **1967** World's first heart transplant
- **1968** Martin Luther King, Jr. assassinated
- **1969** U.S. moon landing
- **1969** Woodstock
- **1970** Women's liberation demonstrations

Characteristics

- Team oriented
- Cooperative
- Adaptive
- Competitive
- Question authority

- Personal gratification
- Personal growth
- Idealistic

Slide 11 - Generation X: 1965 - 1981

You know you're a Generation Xer when...

- You remember "Friday Night Videos" before the days of MTV.
- A predominant color in your childhood photos is "plaid."
- Your hair, at some point in time in the 80's, became something which can only be described by the phrase "I was experimenting."
- You've recently horrified yourself by using any one of the following phrases: "When I was younger...", "When I was your age...", You know, back when..." or "I just can't <fill in the blank> like I used to."
- You ever made mix-tapes, and burned out the rewind button.

Slide 12 - Seminal Events and Characteristics – Generation X

Seminal Events

- **1973** Global energy crisis
- **1976** Tandy and Apple market PCs
- **1978** Mass suicide in Jonestown
- **1979** Three Mile Island accident
- **1979** Margaret Thatcher becomes first female British Prime Minister
- **1979** Massive corporate layoffs
- **1980** John Lennon killed

- **1981** AIDS identified
- **1986** Chernobyl disaster
- **1986** Challenger disaster
- **1987** Stock market plummets
- **1989** Exxon Valdez oil spill
- **1989** Berlin Wall falls
- **1989** Tiananmen Square uprisings

Characteristics

- “Latch key” kids
- Self-reliant
- Pragmatic
- Skeptical
- Technologically inclined
- Self-assured
- Immediate gratification

Slide 13 - Millennials: 1982 – 2004

You know you’re a Millennial when...

- You become impatient of waiting for more than 5 seconds for a web page to load.
- You don’t know what gluten is, but it is definitely bad
- You have never cut out a coupon
- The only phone number you know by heart is your own

- You have several ‘favorites’ saved in ‘the cloud’

Slide 14 - Seminal Events and Characteristics - Millennials

Seminal Events

- **1990** Nelson Mandela released
- **1993** Apartheid ends
- **1995** Bombing of Federal building in Oklahoma City
- **1997** Princess Diana dies
- **1999** Columbine High School shootings
- **2001** World Trade Center attacks
- **2002** Enron, WorldCom and
corporate scandal
- **2003** War begins in Iraq
- **2004** Tsunami in the Asian Ocean
- **2005** Hurricane Katrina

Characteristics

- “Helicopter parents”
- Grew up with the internet
- Goal/achievement-oriented
- Optimistic
- Confident
- Easily find all kinds of resources
- Thought patterns influenced by computers

Slide 15 - Bridging the Generation Gap in the Workplace

- Different generational experiences mean unique work habits and preferences
- How to engage all four generations in a meaningful and productive work environment?

Slide 16 - Attitude Toward Work

Traditionalists, work is duty; Baby Boomers, live to work; Generation X, work to live; Millennials, live then work.

Basic Traits

Traditionalists, loyal, hardworking conformers; Baby Boomers, driven, consensus seeking team players; Generation X, independent, results focused professionals; Millennials, optimistic, idea generating achievers.

Slide 17 – Motivation

Traditionalist, when their actions connect to overall good of the organization; Baby Boomers, when they can make a difference and advance through hard work; Generation X, when they can get the job done on their own schedule; Millennials, when their actions connect to personal and career goals.

Messages that Motivate

Traditionalists, it's valuable to us to hear what has worked in the past; Baby Boomers, you can work as long as you want; Generation X, do it your way. There aren't a lot of rules around here; Millennials, you will be working with other bright, creative people.

Slide 18 - Feedback And Recognition

Traditionalists, no news is good news; satisfaction in a job well done; Baby Boomers, desire respect; Generation X, immediate gratification; Millennials, clear expectations, outcomes, and accountability.

Effective Strategies

Traditionalist, infrequent via memo; Baby Boomers, occasional/regular, via face-to-face; Generation X, consistently, via email; Millennials, frequently, via email.

- In the moment
- In context
- Authentic
- Tied to employee's perception of value

Slide 19 - Feedback and Recognition Continued

Rewards

Traditionalists, tangible symbols of loyalty, commitment, and service include plaques, certificates; Baby Boomers, personal appreciation, promotion, and public recognition; Generation X, free time, upgraded resources, development opportunities, certificates; Millennials, awards, certificates, tangible evidence of credibility.

- Link rewards to extra effort and innovation

Slide 20 - Schedule flexibility

Traditionalists, may want to phase into part time role near retirement, but do not assume; Baby Boomers, offer flexible work arrangements and time to handle family/caretaking responsibilities; Generation X, give lots of options for work schedule and allow to work autonomously; Millennials, give flexible work schedule options for educational pursuits.

Slide 21 - Communication Style

Traditionalists, memos, letters, personal notes; Baby Boomers, phone calls, social interaction; Generation X, email or voicemail, only during work; Millennials, email, IM, text.

Tips for Effective Communication

Traditionalists, stick to a formal tone and traditional written method; Baby Boomers, connect with personal contact, on or off the clock; Generation X, be direct and strictly work related since they keep work and life separate; Millennials, relate by keeping it brief and using what they use most - technology!

Slide 22 - Knowledge Transfer

Traditionalists, value the history of an organization; Baby Boomers, possess lots of institutional knowledge; Generation X, autonomous; Millennials, want to feel meaningfully connected.

Successful Methods

Traditionalists, formalize mentorship opportunities: mentor; Baby Boomer, develop policy and procedure; Generation X, create a "go-to" list of subject matter experts; Millennials, formalize mentorship opportunities: mentee.

Slide 23 - Professional Development

Traditionalists, advancement within career; Baby Boomers, advancement within career; Generation X, career development is a necessity, not an option; Millennials, meaningful and fulfilling work.

Various Opportunities

Traditionalists, offer opportunities to provide trainings to fellow employees; Baby Boomers, challenge them to take on leadership opportunities with new projects and ideas; Generation X, offer structured professional development opportunities in varied formats; Millennials, schedule annual meeting to create and review Individual Career Development plans.

Slide 24 - Strengths of Each Generation

Traditionalists, history, expertise; Baby Boomers, leadership, knowledge; Generation X, efficiency, innovation; Millennials, ideas, fresh perspective.

Maximizing These Strengths

Traditionalists, mentor younger workers, be go-to subject matter experts, create FAQ resource for new employees; Baby Boomers, team building and training

others, oversee mentoring, use influence to implement changes; Generation X, prepare for upcoming leadership through training opportunities; Millennials, multitasking special projects, place on problem solving task forces, mentored by older workers.

Slide 25 – Maximizing Strengths: Planning For Success

- Recognize strengths in all generations
- Analyze current workforce and future needs in light of:
 - Organization's mission
 - Anticipated changes
- Maximize generational strengths to benefit organization, now and in the future
 - Creatively use strengths of each generation to fill the gaps/needs of current and future workforce

Slide 26 - Accomplish Your Mission

1. What is the mission of your organization?
2. What high-level positions are essential to accomplish your mission?

Slide 27 - Current Workforce

1. Which generations work for your organization?
2. Which generation(s) in mission-critical positions?
3. Who is retiring in the next five years? Which position(s) will be affected most by retirements?

Slide 28 - Future Leadership

1. What does it take to be an excellent leader in your organization today?
2. Will these requirements change in 5 years? What will be the same/different?

Slide 29 - Effective Training

1. What training and development opportunities are readily available to employees?
2. Do they impart the skills, knowledge, and abilities needed in the future for mission-critical positions?

Slide 30 - CalHR Workforce Planning Resources

- Workforce Planning Survey & Development Tool – **Available Now!**
- Workforce Planning Q&A Brochure – **Available Now!**
- Workforce Planning Assessment Tool – **Coming Soon!**
- Workforce Planning Template – **Coming Soon!**
- Online Forum and Discussion Board – **Coming Soon!**
- **First Quarterly** Workforce Planning Coordinator Meeting
 - Wednesday, October 2, 2013
 - 9:30am – 11:30am
 - CalHR Leadership Conference Room

Slide 31 – Continue the Conversation

Questions or Comments? Connect with us!

- Visit our table
- Email CalHR Workforce Planning Unit: <mailto:wfp@calhr.ca.gov>

Thank you for joining us!